

# ESO



Washington State  
Department of Transportation

## BUSINESS PLAN

Environmental Services Office

17-19 Biennium

Practical  
Solutions  
p.6

Workforce  
Development  
p.8

New and Innovative  
Program Deliverables  
p.14





Cover Photo: A staff member from the Wetlands Program performs a project delineation for a potential mitigation site at the Burrows Quarry near Spokane. Photograph by Tatiana Dreisbach.

Inset Photo: A belted Kingfisher rests on a tree branch adjacent to SR20 near Dugalla Bay on Whidbey Island.

# Table of Contents

**04** Director's Message:  
Focus for 171 9

**05** Support for Agency  
Emphasis Areas

**10** Core Work

**14** New and Innovative  
Program Deliverables

**21** Performance  
Reporting



# Director's Message

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## TRANSPORTATION NEEDS ARE CHANGING



The Washington State Department of Transportation (WSDOT) is changing how it does business as a result of aging infrastructure, new technology, and generational and population shifts. Washingtonians expect a multimodal transportation system so they can choose the best transportation mode (driving, transit, biking, or walking) based on the trip they are planning to take. The public also expects a healthy

environment. WSDOT is now focusing on moving to the next level of integrated stewardship of the multimodal transportation system.

The agency's mission is to provide safe, reliable and cost-effective transportation options to improve communities and economic vitality for people and businesses.

As we enter the 17-19 biennium, the Environmental Services Office has developed a business plan that captures the things we are doing to support these changing needs in addition to our core work. In carrying out our work, providing exceptional customer service continues to be a key office value.

The purpose of this plan is to identify new and high priority work. It serves as a communication tool for our staff and stakeholders so they can see how our office's work supports the agency's mission and more specifically the direction set by our Secretary of Transportation, Roger Millar.

I look forward to working with everyone in our office to support the agency in transforming the way our agency operates and improves the state's transportation system and meets its environmental stewardship commitment.

A handwritten signature in black ink that reads "Megan White". The signature is fluid and cursive, with a large, stylized 'M' and 'W'.

**MEGAN WHITE, PE**  
ENVIRONMENTAL SERVICES DIRECTOR

**"Our office's mission is to protect Washington's environment and communities as part of operating and improving the state's transportation system."**



# Support for Agency Emphasis Areas

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The Secretary of Transportation, Roger Millar, worked with the WSDOT Executive Team to establish three emphasis areas for WSDOT:



## PRACTICAL SOLUTIONS

Using performance based, data driven decision making and early community involvement to cost-effectively plan, design, build, operate, and maintain the state's transportation system.



## WORKFORCE DEVELOPMENT

Be an employer of choice, creating a modern workforce while attracting and retaining quality workers to deliver our legislative, regulatory, and service requirements.



## INCLUSION

Strengthen commitment to diversity and engagement in all of WSDOT's business processes, functions and services to ensure every voice is heard.

**The Environmental Services Office has reviewed each of the Agency Emphasis Areas and identified strategies and deliverables that we will implement during the 17-19 biennium. The following pages identify the efforts we will focus on.**



# Practical Solutions

## WHAT WILL ESO DO TO HELP IMPLEMENT PRACTICAL SOLUTIONS?



### STEWARDSHIP OF WSDOT's ENVIRONMENTAL ASSETS



Mitigated Fish Passage

Wildlife

Wetland Mitigation

Stormwater Features

CED  
Chronic Environmental Deficiency Sites

Noise Walls

#### STRATEGIES

- Develop detailed condition rating methodology and quality asset information by using monitoring, maintenance, and inventory data
- Support the development of processes and tools to integrate environmental considerations into agency-wide asset management planning and project development

#### DELIVERABLES

- Continue populating the Stormwater Features Inventory Database and linking assets to the Highway Activities Tracking System (HATS) for inspection and maintenance
- Develop and implement Stormwater Best Management Practices (BMP) Specification data system/application to serve as a statewide repository for stormwater BMP design and history

### LINK PLANNING AND THE ENVIRONMENTAL PROCESS

#### STRATEGIES

- Develop Corridor Plan guidance - ESO will collaborate with Planning and Design to integrate planning considerations into environmental and transportation design guidance, addressing practical solutions through the Corridor Sketch Initiative, new Interchange Justification Report guidance, and other efforts
- Conduct Planning and Environmental Linkage (PEL) Pilots - Partner with HQ Multimodal Planning Division, Olympic Region and NW Region to identify two pilots that link planning and environment. Desired outcomes include well-documented, inclusive community and agency engagement, and clear purpose and need statements for future actions that will satisfy the National Environmental Policy Act (NEPA) and other design processes
- Engage the community to determine their needs and priorities
- Track and engage with internal agency effort to roll out Integrated Scoping to ensure environmental considerations are appropriately included

#### DELIVERABLES

- Identify the number of stormwater BMPs and stormwater retrofit priorities in each corridor
- Work with local jurisdictions to identify opportunities to address stormwater priorities (e.g., a county wants additional flow control due to flooding or erosion issues, or they want additional stormwater treatment in a priority watershed.)





## IMPROVE THE EFFECTIVENESS OF STORMWATER TREATMENT FACILITIES

### STRATEGIES

- Target permit-required stormwater monitoring activities to experimental stormwater treatment facilities that have the greatest potential to minimize long-term cost, address specific transportation needs, and maximize environmental benefits

## STREAMLINE THE ENVIRONMENTAL PROCESS



### STRATEGIES

- Obtain and manage programmatic agreements, approvals, and permits
- Fund liaisons that are dedicated to WSDOT projects and process improvement efforts
- Represent WSDOT's interests in interagency environmental permit streamlining and compliance committees and work groups
- Respond to federal regulatory reform efforts and inquiries (e.g., AASHTO, Federal Register)

### DELIVERABLES

- Help develop a streamlined Access Request approval process and checklist (NEPA)
- Develop a programmatic Biological Assessment for Washington State Ferries (ESA)
- Develop a programmatic agreement & mitigation plan for historic bridges (Section 106)
- Obtain a NPDES Municipal Stormwater Permit from the Environmental Protection Agency for stormwater discharges to tribal waters (Permit)
- Reissuance of WSDOT's current NPDES Municipal Stormwater Permit from Ecology (Permit)
- Obtain six General Hydraulic Project Approvals from WDFW to support bridge maintenance, beaver dam removal/modification, channelized stream maintenance, routine culvert maintenance, marine sediment test boring, and fresh water geotechnical survey work (Permits)

## ADDRESS MULTIPLE OBJECTIVES ON PROJECTS OR WITH EXISTING ASSETS

### STRATEGIES

- Work with regional project development teams to address habitat connectivity for wildlife as part of fish passage projects
- Work with maintenance staff to create pollinator habitat at rest areas
- Coordinate agency greenhouse gas reduction efforts and executive order implementation

### DELIVERABLES

- Evaluate each fish passage project in the six-year plan for its importance in maintaining permeable highways and develop a Habitat Connectivity memo for each appropriate project
- Complete planting and initiate monitoring at the Scatter Creek Rest Area Pollinator and Native Species Plant Mix project
- Identify and deliver agency requirements under proposed executive order regarding agency greenhouse gas emissions

# Workforce Development



## WHAT WILL ESO DO TO DEVELOP OUR WORKFORCE?

WHAT? (ACTION)	WHY? (BENEFIT/OUTCOME)
Deliver environmental training	To help our agency comply with environmental laws and regulations.
Lead agency wide forums: <ul style="list-style-type: none"> <li>• BioRoundtable</li> <li>• Connecting WA NEPA Projects Conference Call</li> <li>• Environmental Coordinator Roundtable</li> <li>• Statewide Environmental Conference</li> <li>• Statewide Environmental Managers Meetings</li> <li>• Stormwater Communication Forum</li> <li>• Wetlands</li> </ul>	To facilitate the exchange of information between regions, modes, and headquarters. To discuss emerging issues, lessons learned, and new requirements.
Implement Speed of Trust training and huddles	To build trust and to strengthen internal and external relationships.
Support a Lean culture	Continuous improvement and increased efficiencies.
Develop great leaders and supervisors: <ul style="list-style-type: none"> <li>• Leadership and management training</li> <li>• Quarterly Program Manager and Office Management Team (PROMT) charter and meetings</li> </ul>	Increased employee satisfaction and productivity. Boosts morale and prepares our office for succession.
Facilitate a mentoring program	Helps ESO plan for succession by transferring knowledge. Builds our team's depth and fosters growth.
Develop and implement Individual Development Plans for each employee	Staff growth, employee engagement and satisfaction, improves the strength of our team, helps with succession.
Improve our employee on-boarding process	New staff understand how they support WSDOT's mission, agency emphasis areas, and ESO's core work.
Continue to offer and develop career connected learning and internship opportunities	Provides ESO with a large pool of highly-qualified candidates to recruit from.
Modernize our workplace: <ul style="list-style-type: none"> <li>• Support teleworking</li> <li>• Flexible schedules</li> <li>• Create open and modern work spaces</li> <li>• Support the Infants at Work pilot project</li> </ul>	To attract and retain the most talented staff. Improves employee morale.







# Inclusion

## WHAT WILL ESO DO TO HELP WSDOT BE INCLUSIVE?

WHAT? (ACTION)	WHY? (BENEFIT/OUTCOME)
Recruit externally and strive for culturally diverse interview panels	Helps WSDOT diversify its workforce.
Review mandatory qualifications for vacant positions to consider making them less restrictive	Broadens our pool of candidates to choose from.
Collaborate with the Multimodal Planning Division	Ensures community health, disadvantaged population needs, and social impacts of planned improvements are considered when identifying gaps in transportation services.
Ensure our agency develops high-quality Environmental Justice (EJ) analyses	Avoid disproportionate impacts to a minority population or low income group.
Collaborate with WSDOT's Office of Equal Opportunity to ensure compliance with Title VI of the Civil Rights Act	Assures that no person shall, on the grounds of race, color, national origin, or sex, be excluded from participation in WSDOT's federally funded programs and activities.
Revise our NEPA Coordination Plan	Aligns the plan with changes brought about by the FAST Act and to explicitly cover WSDOT's emphasis on EJ and WSDOT's Community Engagement Plan (CEP).
Participate in the tribal culvert injunction implementation group and complete the Culvert Injunction Implementation Guidelines	Gives the Tribes a meaningful opportunity to monitor and provide recommendations for compliance with the injunction.
Help environmental on-call consultants understand DBE goals and requirements	Avoids discrimination in the award and administration of WSDOT contracts. Helps remove barriers to the participation of DBEs in WSDOT contracts.
Participate on Elk Management stakeholder groups	Reduces the number of elk and vehicle collisions on SR20, SR410, and I-90 at North Bend.
Continue to work with the Washington State Patrol, Ecology, and local municipalities to address illicit discharge/illicit connections and accident related spills on state highways	Timely notification and resolution of illicit discharge/illicit connections and accident related spills on state highways.
Work with the IT and Communication Offices to make our information (e.g., web content, eLearning courses) accessible to people with disabilities	Supports inclusion and compliance with Section 508 of the Rehabilitation Act.

# Core Work

## WHAT WILL ESO DO TO ACHIEVE ITS MISSION?

Core work is that which is necessary to comply with laws and regulations (including technical support of on-going maintenance and operations of the state's transportation infrastructure and all ancillary facilities), work funded by proviso funds, direct project support for improvement and safety projects, essential policy work, and provision of essential training. ESO's core work can be categorized into seven main areas:

1

### DEVELOP AND INFLUENCE POLICY AND GUIDANCE

*...to resolve emerging issues and to provide statewide direction.*

2

### STEWARD ASSETS AND SUPPORT SUSTAINABILITY

*...to leave the community and the environment better than before.*

3

### MANAGE INFORMATION AND DEVELOP TOOLS

*...to make data easily accessible and to increase efficiency and consistency.*

4

### COLLABORATE WITH STAKEHOLDERS AND DELIVER TRAINING

*...to identify emerging issues and to increase the environmental capabilities of WSDOT staff, consultants, and contractors.*

5

### PROVIDE TECHNICAL SUPPORT

*...to ensure efficient and effective multimodal planning , development, system operations and maintenance.*

6

### ENSURE COMPLIANCE

*...to maintain trust with the Tribes, regulatory agencies, and the public. Things ESO actively does to help our agency comply with laws and regulatory requirements.*

7

### SUPPORT OUR OFFICE

*...to maintain a safe, happy, and productive work environment.*



# 1

## DEVELOP AND INFLUENCE POLICY AND GUIDANCE

- Review, influence, and propose legislation.
- Review and comment on federal and state regulatory changes (e.g., track and influence WDFW Hydraulic Code and other aquatic resources policy changes, participate in developing Total Maximum Daily Loads to influence WSDOT-assigned actions) to ensure WSDOT's interests are considered.
- Prepare guidance documents (e.g., Environmental Manual, Temporary Erosion and Sediment Control Manual, web pages, procedures).
- Participate in federal audits of delegated authorities such as the programmatic NEPA CE.
- Participate in meetings between the State and Treaty Tribes to negotiate the Injunction Implementation Guidelines (this is a living document).
- Represent WSDOT's interests in interagency committees and work groups (e.g., SEPA Interagency Team, Puget Sound Partnership, JARPA Workgroup Meetings, Stormwater Work Group, and the Lower Columbia River workgroup).
- Participate in an "ad-hoc" permittee group that is working with Ecology to develop the 2019 Phase I/II Municipal Stormwater permits because they could impact WSDOT's permit (e.g., watershed planning requirements).
- Increase awareness of WSDOT's climate change direction and assist in the implementation of WSDOT's climate change guidance by planners and project teams.
- Participate on the ESA program management team.

# 2

## STEWARD ASSETS AND SUPPORT SUSTAINABILITY

- Obtain and manage programmatic permits so WSDOT can operate, maintain, and preserve the transportation system (e.g., General Hydraulic Project Approvals, NPDES municipal stormwater permits from Ecology and EPA, NPDES Bridge and Ferry terminal washing permit).
- Conduct and manage the stormwater features inventory.
- Maintain the inventory of statewide mitigation sites in the Wetlands Database.
- Maintain prioritized list of needs for stormwater retrofit.
- Maintain the Habitat Connectivity Structures Web Map App.
- Maintain an inventory of historic bridges and noise walls.
- Track the performance of stormwater BMPs (e.g., new sediment removal metric).
- Coordinate with the Capital Program Development and Management Office to ensure that fish passage and Chronic Environmental Deficiency sites assets are identified, characterized for condition and risk, and that there is an understanding of costs to maintain, replace, and correct deficiencies in these assets.
- Co-lead agency's sustainability team.
- Recognize agency environmental performance through environmental awards.

# 3

## MANAGE INFORMATION AND DEVELOP TOOLS

- Serve as a steward for the GIS Workbench (data maintenance and updates).
- Maintain and continually improve the ESA Habitat Investment Priorities tool.
- Maintain and continually improve the Pollinator Investment Priorities tool.
- Maintain and continually improve data systems to support the stormwater permit.
- Maintain and continually improve the Wetland mitigation site database.

### 3

## MANAGE INFORMATION AND DEVELOP TOOLS (continued)

- Maintain electronic datasheets for the statewide biologists.
- Maintain and continually improve a statewide environmental commitment tracking system.
- Update and maintain the fish passage database and web map.
- Maintain and improve the NEPA small project documentation process.
- Maintain and continually improve the Programmatic Biological Assessment consultations with USFWS and NOAA and Project Notification Form Database.
- Maintain and continually improve the Biological Assessment manual and other online guidance for ESA consultations.

### 4

## COLLABORATE WITH STAKEHOLDERS AND DELIVER TRAINING

- Facilitate agency-wide communication forums to discuss new regulations, rules, policies, emerging issues, and lessons learned (See page 8 for a specific list).
- Participate on intergovernmental and stakeholder groups to implement management actions and reduce environmental impacts (e.g., work with State Patrol, Ecology & municipalities regarding spill response procedures).
- Manage and continually improve a statewide environmental training and development curriculum.
- Deliver quality instructor-led environmental training on a variety of topics to a variety of audiences. Some examples include:
  - Environmental GIS Update training
  - Intro to Wetlands training on an as needed basis
  - Environmental Compliance for Construction
  - Just-in-time Fish Passage Inspector training for construction projects
  - Cultural Resources training
  - NEPA/SEPA Overview
  - Procedures and Processes for On-Call Agreements
  - BA Authors training
  - Regional Biologist training
  - Temporary Erosion and Sediment Control training
- Provide 1:1 training for project personnel (e.g., new region biologists, using the Programmatic and Hi-Run Stormwater Analysis, design-build, Commitment Tracking System, etc.).
- Develop new eLearning courses and maintain the existing ones.
- Respond to training requests and promote opportunities.

### 5

## PROVIDE TECHNICAL SUPPORT

- Assist regional/modal environmental teams when making potentially high-risk, precedent setting, and emergency environmental decision-making.
- Assist executive leadership in making strategic environmental decisions.
- Provide technical assistance on a variety of subjects and projects.
- Manage and continually improve statewide contract language to ensure WSDOT environmental commitments are contractually enforceable.



## **5 PROVIDE TECHNICAL SUPPORT (continued)**

- Oversee WSDOT's liaison program to expedite environmental permits and approvals. Support the GIS Workbench for use by region, modal, and headquarters staff.
- Manage environmental on-call and other consultant agreements.
- Write and review discipline reports for project environmental review.
- Conduct environmental impact analysis and mitigation planning.
- Support fish passage design teams.
- Write and review Biological Assessments, Programmatic forms, and Marine Mammal Protection Act Permit Applications.
- Conduct fish moving, wildlife surveys, and wildlife moving operations to support projects.

## **6 ENSURE COMPLIANCE**

- Build and maintain strategic relationships and partnerships with regulatory agencies, tribes, and key stakeholders.
- Obtain and manage programmatic permits, approvals, and agreements to expedite asset management and program-level delivery.
- Streamline Endangered Species Act Section 7 consultations, Section 401 and 404 of the Clean Water Act, Section 10 of the Rivers and Harbors Act, Coastal Zone Management Act permitting, and mitigation site closeouts.
- Oversee WSDOT's compliance with the culvert injunction.
- Monitor wetland mitigation and fish passage sites to meet regulatory requirements.
- Obtain Migratory Bird Treaty Act Permits.
- Perform site management and restoration activities at mitigation and restoration sites.
- Implement NPDES stormwater permits (municipal, construction).
- Review NEPA documents for quality.
- Participate in region compliance meetings, workshops, and conferences.
- Conduct NEPA procedures review with the Federal Highway Administration.
- Manage and continually improve a statewide environmental compliance assurance procedure for capital projects.
- Analyze environmental permitting and compliance trends to identify opportunities for improvement.
- Annually report to the legislature; see the Performance Reporting section for specific deliverables.

## **7 SUPPORT OUR OFFICE**

- Manage the budget and work orders to ensure wise use of fiscal resources.
- Provide administrative support to help others and to maintain continuity.
- Process payroll.
- Support information technology needs.
- Recognize employees.
- Conduct NEPA procedures review with the Federal Highway Administration.

# New and Innovative Program Deliverables

## WHAT WILL EACH PROGRAM DO THAT IS NEW AND INNOVATIVE?

The Environmental Services Office is a team of policy and science experts who foster environmental stewardship throughout WSDOT. Each person performs a specific set of activities to support our office's mission. The following section identifies each program's purpose and highlights some of the new and innovative things they plan to accomplish this biennium. ESO will track the status of each deliverable as the biennium progresses and will compile a final status report by September 2019.

### BIOLOGY

PAUL WAGNER, BRANCH MANAGER

#### Fish and Wildlife Program, Marion Carey

##### PURPOSE:

Provide technical and policy support on issues related to the ESA, Marine Mammal Protection Act, and Migratory Bird Treaty Act. Implement habitat connectivity and reduce animal/vehicle collisions. Provide biology support to regions for ongoing operations and maintenance.

##### DELIVERABLES:

- Develop and deliver training on the Programmatic consultation and the Hi-Run model for designers.
- Partner with Washington State Ferries on developing a Programmatic Consultation for their maintenance activities and projects.
- Incorporate Habitat Connectivity and Pollinator priorities into Corridor planning and provide instructions for planners.
- Evaluate each fish passage project in the six-year plan for their importance in maintaining permeable highways and develop a Habitat Connectivity memo for each appropriate project.
- Complete planting and initiate monitoring at the Scatter Creek Rest Area Pollinator and native species plant mix project.

#### Stream Restoration Program, Mike Barber

##### PURPOSE:

Provide policy and technical leadership for culvert injunction implementation. Provide biology technical support and tribal coordination on fish passage statewide. Manage the agency's chronic environmental deficiency program.



### DELIVERABLES:

- Create a linkage of fish passage sites with sites in HATS to identify fish bearing streams and injunction relevant sites. Link 80% of injunction sites and 60% of statewide sites by June 30, 2019.
- Coordinate fish passage planning with state and local agencies, tribes, lead entities, salmon recovery regions, regional fishery enhancement groups and others to facilitate barrier corrections that complement those fixed by WSDOT. Develop a presentation by October 31, 2017 to engage outside entities.

### Wetlands Program, Tony Bush

#### PURPOSE:

Provide policy and technical support for Clean Water Act compliance on wetland regulatory issues. Analyze regulatory changes/legislative proposals for WSDOT implications. Support wetland technical expertise for multi-disciplinary teams. Provide efficient, centralized wetland monitoring support statewide. Provide environmental site restoration/mitigation technical assistance statewide.

#### DELIVERABLES:

- Provide compliance monitoring and reporting for 140 WSDOT wetland, stream, and buffer mitigation sites statewide.
- Continue to recruit, train, and utilize 16-18 summer interns to complete seasonal vegetation monitoring.
- Continue to perform site management and restoration activities at mitigation and roadside restoration sites statewide, as needed by regions.
- Continue to assist project offices and regions statewide with wetland documentation, document review and wetland training.
- Continue development of electronic data collection forms for restoration activities to be compatible with the rest of the Wetland Program's data collection efforts. Utilize geo-spatial data to share information on site management areas of concern between multiple WSDOT teams.
- Work with the Department of Ecology to provide input on interagency guidance on wetland mitigation titled, "Wetland Mitigation in Washington State."
- Collaborate with the Pacific Mountain Workforce Development Council to remove barriers for potential wetland monitoring candidates.



# COMPLIANCE SOLUTIONS

## TERRY DROCHAK, BRANCH MANAGER

### Permitting Compliance Program, Gretchen Coker

#### PURPOSE:

Obtain and manage programmatic permits with Ecology and WDFW for ongoing maintenance and operations. Provide environmental compliance training and manage the statewide environmental training program. Maintain and improve the Commitment Tracking System. Review and influence legislative and regulatory permitting proposals and rule changes. Respond to permit-related issues on emergency projects. Provide environmental permitting and streamlining guidance.

#### DELIVERABLES:

- Renegotiate and obtain the following general permits to support asset management for maintenance activities and preservation projects:
  - Bridge Maintenance
  - Beaver Dam Removal or Modification
  - Channelized Stream Maintenance in Freshwater
  - Routine Culvert Maintenance – Freshwater
  - Marine Sediment Test Boring
  - Fresh Water Geotechnical Survey
- Collaborate with the HQ Construction Office to convert Programmatic Biological Assessment (PBA) minimization measures and HPA provisions into enforceable contract language.
- Develop Environmental Permitting and Environmental Process Overview eLearning courses.
- Work with the Information Technology Division to make WSDOT's statewide Commitment Tracking System available to authorized partners (e.g., consultants, design-builders).

### Liaison Program, Michelle Meade

#### PURPOSE:

Review WSDOT projects/maintenance activities, issue regulatory approvals, and track regulatory changes required per Endangered Species, River and Harbors, and Clean Water Acts. Develop and implement programmatic agreements and permits. Develop policy and guidance for WSDOT regional and modal staff (see RCW 47.85.020).

#### DELIVERABLES:

- Provide liaison support to coordinate development of WSF Programmatic BA.
- Assist fish passage program with regulatory guidance, tools, and approvals for expedited program delivery per the 2013 Federal Injunction by implementing streamlined permit processes.
- Continue to foster positive and productive working relationships with resource agencies, tribal entities, regions, modes, and key stakeholders.

### Mega Projects, Margaret Kucharski

#### PURPOSE:

Provide environmental direction to the Alaskan Way Viaduct and SR520 Bridge Replacement projects.

#### DELIVERABLES:

- NEPA re-evaluations as needed as final design/construction progress.
- Implementation of Section 106 commitments, including archaeological monitoring, and on-going consultation with the Department of Archaeology and Historic Preservation and tribes as needed.
- Endangered Species Act reinitiations, coordination with NMFS and USFWS, and general biology support as needed.
- Environmental compliance and environmental commitment fulfillment support.

# OPERATIONS

## ERIC WOLIN, BRANCH MANAGER

### Environmental Information Program, Elizabeth Lanzer

#### PURPOSE:

Maintain WSDOT's GIS-based environmental workbench with critical data for statewide decision-making and compliance. Maintain five other agency-wide environmental applications including Project Summary/ECS. Maintain eight ESO-specific databases. Support Municipal Stormwater Permit and Fish Passage databases and applications. Provide environmental GIS, GPS and web solutions and support services.

#### DELIVERABLES:

- Support Environmental GIS Workbench users with data updates, development of new data, mapping, analysis, tool development, training, and basic "help desk" support. Coordinate and integrate with other WSDOT and statewide GIS data management efforts.
- Deliver the Environmental component of the Corridor Sketch Initiative GIS tool.
- Complete coordination of re-developing ERS-ECS into TEIS.
- Deliver enhancements and updates to environmental asset data management resources.

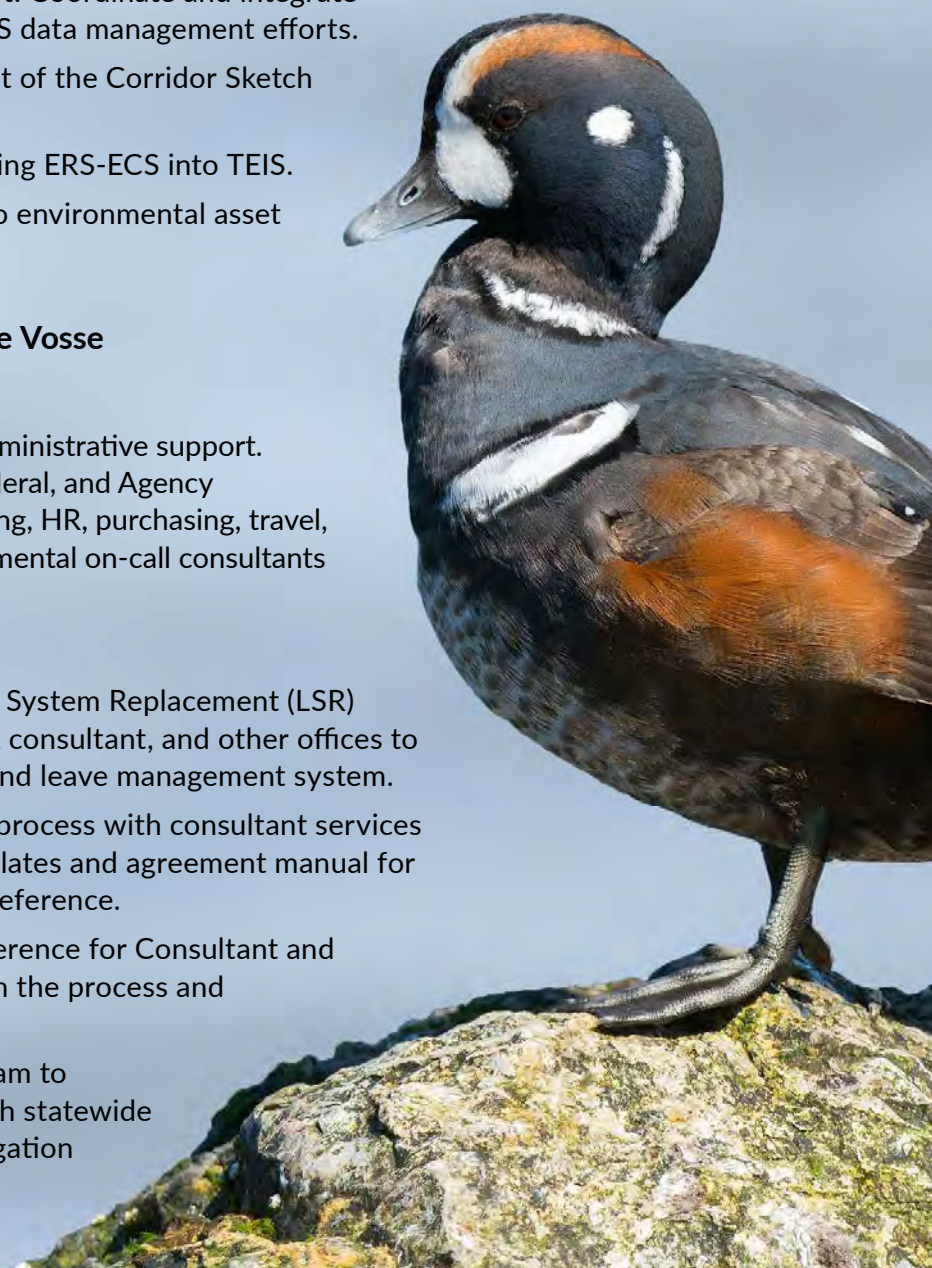
### Finance and Contracts Program, Jodie Vosse

#### PURPOSE:

Payroll, purchasing, budget, and office administrative support. Maintain ESO compliance with State, Federal, and Agency regulations on contract, payroll, accounting, HR, purchasing, travel, and inventory activities. Provide environmental on-call consultants and contract support statewide.

#### DELIVERABLES:

- Be an active participant on the Labor System Replacement (LSR) Project. Collaborate with payroll, LSR consultant, and other offices to implement a new agency-wide time and leave management system.
- Develop an improved invoice review process with consultant services and audit office. Update invoice templates and agreement manual for Consultants and Regions to actively reference.
- Conduct a statewide training or conference for Consultant and WSDOT employees to meet and learn the process and procedures for on-call agreements.
- Collaborate with the Wetlands Program to promote, deliver training and outreach statewide to implement the environmental mitigation credit process and standard form.





# POLICY

## CAROL LEE ROALKVAM, BRANCH MANAGER

### NEPA/SEPA Program, Chris Regan

#### PURPOSE:

Provide NEPA/SEPA oversight and direction for ongoing WSDOT project and plan-level activities, Environmental and Title VI reporting, and Categorical Exclusion Programmatic Agreement annual audit in accordance with WSDOT/FWHA Stewardship Agreement. Deliver NEPA training. Review and influence regulatory and legislative proposals (e.g., federal reauthorization, SEPA rule making, bills etc.). Maintain the Environmental Manual and the Environmental Review Summary/ Environmental Classification (TEIS) tools.

#### DELIVERABLES:

- Bring seven EA/EIS projects managed by the regions to Director for document signature.
- Update Coordination Plan Guidance and Template to ensure consistency with FAST Act, WSDOT's Community Engagement Plan and agency focus on inclusion.
- Develop Corridor Plan study guidance to insert environmental information into Planning, Corridor Sketches and the Integrated Scoping process, and implement that guidance with two pilot Planning Environmental Linkage (PEL) efforts.

### Senior Policy Work, Air Quality, Energy, and Climate Change, Karin Landsberg and Carol Lee Roalkvam

#### PURPOSE:

Serve as the lead policy advisors on issues related to air quality, human environment, sustainable transportation, and climate change. Provide policy and technical expertise in support of state and agency-specific efforts to reduce greenhouse gas emissions and improve climate resilience. Oversee general policy development and legislative analysis.

#### DELIVERABLES:

- Identify and deliver agency requirements under proposed EO regarding agency greenhouse gas emissions.

- Develop communications piece describing how transportation and health intersect and WSDOT's role in these areas.
- Chair team and oversee delivery of pooled fund research on near road air quality modeling.
- Complete website rebuild in Drupal according to new information architecture and agency writing guidelines. [Partnership with all branches]
- Complete Netherlands pilot with FHWA and Netherlands.
- Lead development of CMAQ on-road emissions performance measure targets with MPOs.

### Air, Noise, and Energy Program, Jim Laughlin

#### PURPOSE:

Ensure project and plan-level compliance with Clean Air Act, NEPA, and other federal, state, and local laws for air and noise quality. Develop policies for noise. Respond to citizen and legislative inquiries. Co-lead WSDOT Sustainable Transportation efforts.

#### DELIVERABLES:

- Provide technical assistance to WSF to update background noise levels at 12 locations, thus reducing the size of biological monitoring zones and associated project costs.
- Assist HQ Design Analysis and Policy by providing noise measurements of new rumble strip designs to test their effectiveness of reducing noise at nearby residences and to compare the measured noise levels with modeled levels.
- Support efficient project delivery by ensuring accurate noise, air quality, energy, and climate change analyses that are documented in clear reports.
- Actively participate in NCHRP Noise Study to oversee consultant's work on developing a more accurate and more user friendly construction noise model that will help state DOT's inform the public on the effects of construction noise.

## RESOURCE PROGRAMS

KEN STONE, BRANCH MANAGER

### Cultural Resources Program, Scott Williams

#### PURPOSE:

Ensure compliance with National Historic Preservation Act (NHPA) Section 106, statewide programmatic agreement, and Governor's EO 05-05 for all projects with potential to affect cultural resources. Interface with FHWA and DAHP. Develop agency policies regarding cultural resources. Manage historic bridge database per FHWA rule. Provide required annual cultural resources training. Consult with tribes per Sec. 106 and Centennial Accord; and provide technical expertise on cultural resources issues.

#### DELIVERABLES:

- Secure a programmatic agreement for historic bridges with FHWA and DAHP.
- Secure a programmatic agreement for Section 106 compliance with FTA, FHWA, and DAHP.
- Complete the Historic Bridge Inventory database and develop a mitigation plan.

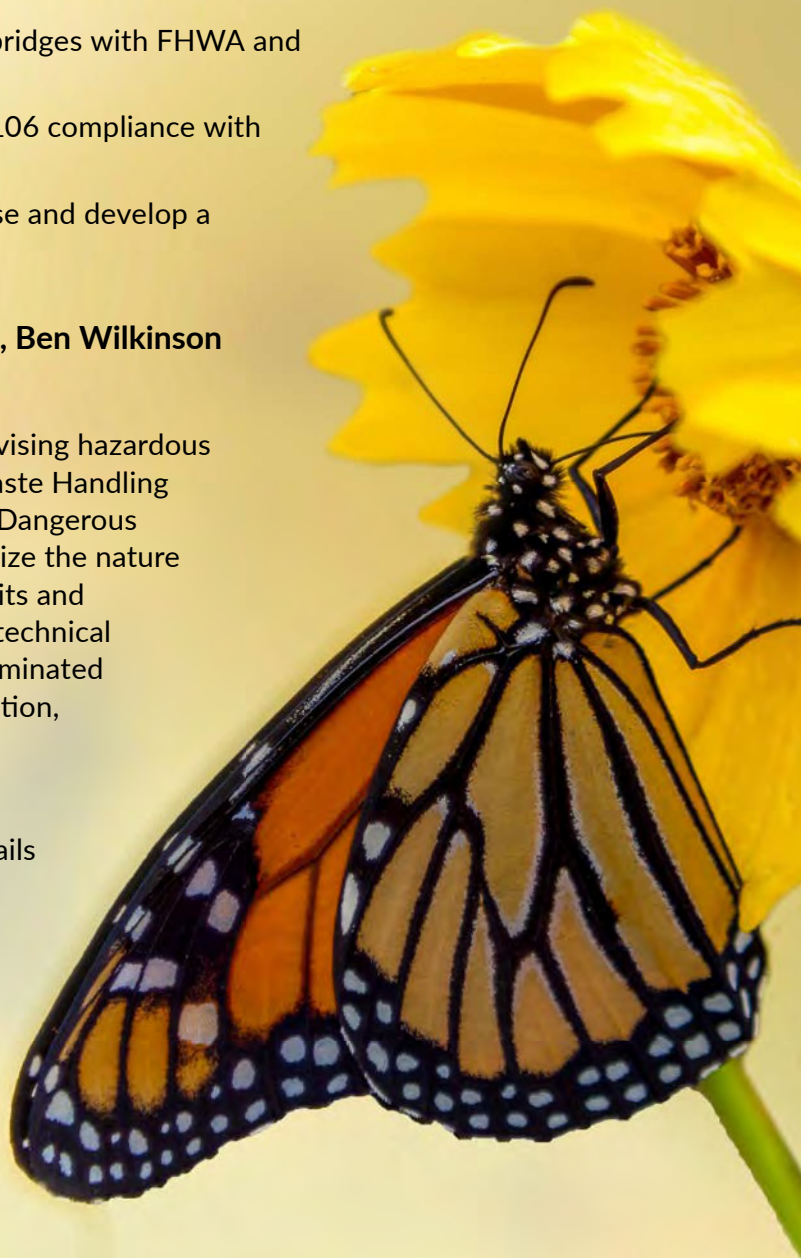
### Hazardous Materials and Solid Waste Program, Ben Wilkinson

#### PURPOSE:

Represent WSDOT on interagency work groups revising hazardous and solid waste regulatory rules including Solid Waste Handling Standards, Sediment Management Standards, and Dangerous Waste regulations. Conduct fieldwork to characterize the nature and extent of contamination within the project limits and determine clean-up and disposal options. Provide technical support for spills and discharges, historically contaminated (including Superfund) sites, ferry terminal construction, and facility and operations waste management.

#### DELIVERABLES:

- Develop an updated workflow process that details WSDOT ESO response to third party spills.
- Work closely with Ecology, Maintenance/Operations and other appropriate parties to achieve a funded third party spill response agreement.
- Provide QA/QC and support for third party spill cleanup operations that impact WSDOT right-of-way, property and/or construction project corridors.





## Stormwater and Watersheds Program, Jana Ratcliff

### PURPOSE

Manage development and implementation of, and compliance with WSDOT's NPDES Municipal Stormwater permit that includes working with Ecology on permit development, overall compliance tracking and reporting, coordinating statewide compliance, meeting stormwater monitoring and features inventory requirements, and representing the department in developing and implementing water cleanup plans that impact WSDOT. Manage compliance with the NPDES Construction Stormwater General Permit including regulatory coordination, technical assistance, training, and reporting.

### DELIVERABLES:

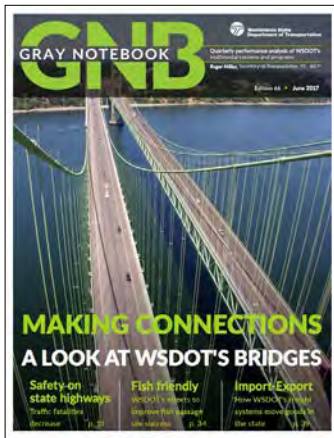
- Complete prioritization of highway segments statewide for stand-alone stormwater retrofit to ensure future I-4 appropriations from the Legislature will maximize environmental benefits and make the prioritization information available on the GIS workbench.
- Work with Maintenance and WSF to begin reporting a new sediment removal performance measure in the Gray Notebook.
- Work collaboratively with Department of Ecology and WSDOT Design, Maintenance, and WSF staff to develop and negotiate WSDOT's 2019 NPDES Municipal Stormwater Permit and Stormwater Management Program Plan.
- Coordinate stormwater features inventory efforts across WSDOT programs and regions, along with neighboring municipalities, to ensure existing inventory resources are being maximized. Efforts for 17-19 include: Continue to develop/update processes between Stormwater Features (ESO) and HATS (Maintenance) to ensure asset integration; develop mobile access for Illicit Discharge Detection Elimination reporting/tracking and Stormwater Feature Assets; Continue development of Stormwater BMP Specification Database as repository for BMP design specifications, and link applicable agency databases. Continue work with WSDOT Programs, WSP, ECY, and Local Municipalities for timely notification and resolution of Illicit Discharge/Illicit Connections and accident related spills.
- Work with the Maintenance Operations Division, and regions, to ensure compliance with permit requirements to inspect, maintain, and repair stormwater BMPs and catch basins.
- Revise outdated approach for completing NEPA/SEPA surface water impact analysis and develop new guidance for region staff.
- Target permit-required stormwater monitoring activities to experimental stormwater treatment facilities that have the greatest potential to minimize long-term cost, address specific transportation needs, and maximize environmental benefits.





# Performance Reporting

## WHAT INFORMATION WILL ESO REPORT EXTERNALLY?



Gray Notebook

This table lists ESO's reporting responsibilities for the WSDOT Gray Notebook:

TOPIC	MEASURE	WHO
<b>Quarter Ending June 30</b>		
Programmatic permits (primarily for maintenance)	<ul style="list-style-type: none"> <li>Frequency and cost savings of using ecology permits</li> <li>Frequency and cost savings of using WDFW permits</li> </ul>	Gretchen Coker
Fish passage barriers	<ul style="list-style-type: none"> <li>Number of barriers corrected</li> <li>Miles of habitat opened up by corrections</li> <li>Future corrections projected</li> </ul>	Susan Kanzler
<b>Quarter Ending September 30</b>		
Stormwater municipal permit	<ul style="list-style-type: none"> <li>Number of stormwater facilities constructed</li> <li>Volume of sediment removed from stormwater treatment and flow control structures</li> </ul>	Sheena Pietzold
<b>Quarter ending December 31</b>		
Environmental compliance	<ul style="list-style-type: none"> <li>Percentage of projects that did not receive violations</li> <li>Summary of violations and total amount of monetary penalties</li> <li>Actions taken by WSDOT to ensure compliance</li> </ul>	Gretchen Coker
<b>Quarter ending March 31</b>		
Wetland monitoring and mitigation	<ul style="list-style-type: none"> <li>Number and acres of sites monitored</li> <li>Number of sites closed-out</li> <li>Number of under-performing sites addressed</li> <li>Alternative mitigation and other cost-saving strategies</li> </ul>	Cyndie Prehmus
Noise quality annual report (odd years only)	<ul style="list-style-type: none"> <li>Miles of noise walls constructed</li> <li>Rumble strip noise testing</li> <li>Pile driving research</li> </ul>	Jim Laughlin
Air quality annual report (even years only)	<ul style="list-style-type: none"> <li># of air quality non-attainment areas</li> <li># of air quality maintenance areas</li> <li>New standards discussed</li> </ul>	Karin Landsberg

# WHAT INFORMATION WILL ESO REPORT EXTERNALLY?

## Office of Financial Management (OFM) Attainment Report

The biennial transportation performance Attainment Report is prepared by OFM by law and has three environmental indicators. We will provide updates and reports for the first two as requested by OFM and any others passed on to us by the Office of Strategic Assessment and Performance Analysis. (Eric Wolin, coordinator)

- Fish passage
- Stormwater facilities
- Greenhouse gasses

## Government Accounting Standards Board (GASB) Statement No. 49

GASB 49 addresses accounting and financial reporting standards for pollution (including contamination) remediation obligations, which are obligations to address the current or potential detrimental effects of existing pollution by participating in pollution remediation activities such as site assessments and cleanups. WSDOT (Ken Stone, coordinator) reports annually to OFM, which rolls up a report for the state. ESO will copy OSAPA (Daniela Bremmer) on GASB reports to OFM.

## WSDOT Strategic Plan

ESO will work with OSAPA to close out the 13-17 Strategic Plan (Results WSDOT). Specifically the four strategies associated with the Environmental Stewardship goal. When a new strategic plan comes out, ESO will work with OSAPA to identify any necessary reporting requirements. (Megan White, Sustainable Transportation Leadership Team)

## FHWA Stewardship Agreement

The FHWA stewardship agreement was revised in March 2015. Under the revised agreement, we are responsible for five environmental activities in Appendix B (139-143). We will support WSDOT's implementation of the agreement and provide updates and reports as requested by FHWA. (Eric Wolin, coordinator)

## Fish Passage Performance Report

WSDOT prepares this report annually to fulfill a culvert injunction reporting requirement. The report provides WSDOT fish passage updates, including: fish passage projects completed in past year; fish passage projects scheduled current year; project planning; updated barrier inventory; updated Culvert Injunction Barriers list; project monitoring. (Kathy Prosser, coordinator)

## Results Washington

The Governor's Office has developed a performance tracking and enhancement system titled "Results Washington". ESO and other WSDOT offices will implement and report as required. Fish passage and greenhouse gas inventory are part of this reporting. (Carol Lee Roalkvam, coordinator)

## Legislative Reports

The 2015 Legislature directed WSDOT to report annually on: 1) any WSDOT environmental permit application that took local governments more than 90 days to process, and 2) WSDOT violations of environmental permits and regulations. (Gretchen Coker, coordinator)







## WHAT INFORMATION WILL ESO REPORT INTERNALLY?

### Detailed Workplan Updates

Each branch/program will update the status column of their detailed work plan by April 1, 2018 and December 1, 2018.

### New and Innovative Program Deliverables Update

ESO Branch and Program Managers will provide a status update to the ESO Operations Manager for each of their items listed in the “New and Innovative Program Deliverables” Section of this Plan. These will be due by April 1, 2018 and December 1, 2018.

### End of Biennium Accomplishments

- Each branch/program will complete a final status report for their detailed workplan by August 2019.
- Each branch manager will compile a final status report for their new and innovative program deliverables by September 2019.

### Sustainable Transportation Status Report

The ESO Director and Branch Managers provide updates on actions listed in the Sustainable Transportation Status Report. New actions that meet the criteria can be added quarterly.



**Title VI Notice to Public:** It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinator at (360) 705-7090.

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